From: Giolti, Patrizia

Sent: Tuesday, September 3, 2019 1:37 PM

To: Kiran, Shuchi; Siple, Michelyn

Cc: Spees, Pascale; Klein, Elliott; Legault, Emmanuelle

Subject: FW: NOR August Twitter analytics

Attachments: NOR August 2019 FR Twitter Analytics.xlsx; NOR August 2019 EN Twitter Analytics.xlsx

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@BillKings

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From: Dunston, Jacqueline

Sent: Tuesday, September 3, 2019 7:21 AM

To:

Cc: Kiran, Shuchi; ATL-Communications / Communications-ATL (CBSA/ASFC); Malépart,

Stéphane

Subject: August 2019 Social Media Analytics - Atlantic Region

Attachments: Atlantic August 2019 FR Twitter Analytics.xlsx; Atlantic August 2019 EN Twitter

Analytics.xlsx

Hello Social Media,

Please see attached for Atlantic's social media analytics for the month of August.

Let me know if you have any questions ©

Thank you!

Jacqueline Dunston
Communications Officer
Public Affairs and Strategic Communications Division
Canada Border Services Agency / Government of Canada
jacqueline.dunston@cbsa-asfc.gc.ca / Telephone: 902-229-0297
Follow us on Twitter: @CanBorderATL

Jacqueline Dunston
Agente des communications
Division des affaires publiques et des communications stratégiques
Agence des services frontaliers du Canada / Gouvernement du Canada
jacqueline.dunston@cbsa-asfc.gc.ca / Téléphone: 902-229-0297
Suivez-nous sur Twitter: @FrontiereCanATL

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From: Malépart, Stéphane

Sent: Monday, November 4, 2019 11:01 AM

To: MAHAFFY, Patrick
Cc: Kiran, Shuchi;

Subject: QC - October 2019 Analytics

Attachments: Québec_Octobre 2019_ENG_Twitter_Analytics.xlsx; Québec_Octobre 2019

_FR_Twitter_Analytics.xlsx

Hi,

Here are the October 2019 stats.

Have a great day.

Stéphane Malépart

Directeur régional adjoint des communications - Région de l'Est Agence des services frontaliers du Canada / Gouvernement du Canada stephane.malepart@cbsa-asfc.gc.ca / 514-283-8700, ext. 8254 / ATS : 866-335-3237

Regional Assistant Director of Communications - Eastern Region Canada Border Services Agency / Governement of Canada stephane.malepart@cbsa-asfc.gc.ca / 514-283-8700, ext. 8254 / TTY: 866-335-3237

CBSA - Released under the Access to Information Act. ASFC - Divulgation en vertu de la loi sur l'Accès à l'information

CBSA - Released under the Access to Information Act. ASFC - Divulgation en vertu de la loi sur l'Accès à l'information

| Consideral de Permaien du Tecre du du Tecre

From: Dunston, Jacqueline

Sent: Friday, November 1, 2019 7:19 AM

To: MAHAFFY, Patrick;

Cc: ATL-Communications / Communications-ATL (CBSA/ASFC); Kiran, Shuchi; Malépart,

Stéphane

Subject: Atlantic Region Social Media Analytics October 2019

Attachments: Atlantic October 2019 EN Twitter Analytics.xlsx; Atlantic October 2019 FR Twitter

Analytics.xlsx

Hello,

Please see attached for Atlantic's social media analytics for October.

Thank you,

Jacqueline Dunston Communications Officer Public Affairs and Strategic Communications Division Canada Border Services Agency / Government of Canada jacqueline.dunston@cbsa-asfc.gc.ca / Telephone: 902-229-0297 Follow us on Twitter: @CanBorderATL

Jacqueline Dunston

Agente des communications

Division des affaires publiques et des communications stratégiques Agence des services frontaliers du Canada / Gouvernement du Canada jacqueline.dunston@cbsa-asfc.gc.ca / Téléphone: 902-229-0297

Suivez-nous sur Twitter: @FrontiereCanATL

CBSA - Released under the Access to Information Act ASFC - Divulgation en vertu de la loi sur l'Accès à l'information

| Tweet far | Tweet permatink | Tweet text | Tweet permatink |

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From: Kiran, Shuchi

Sent: Wednesday, November 6, 2019 7:47 AM

To: MAHAFFY, Patrick

Subject: FW: Twitter Analytics October 2019 - Pac/Pra

Attachments: Pacific October 2019 EN Twitter Analytics.xlsx; Prairies October 2019 EN Twitter

Analytics.xlsx; Pacific October 2019 FR Twitter Analytics.xlsx; Prairies October 2019 FR

Twitter Analytics.xlsx

This went to only to SM generic mailbox

From: Nair, Ajay <Ajay.Nair@cbsa-asfc.gc.ca>

Sent: November 5, 2019 4:13 PM

To: Kiran, Shuchi <Shuchi.Kiran@cbsa-asfc.gc.ca>

Cc:

Subject: Twitter Analytics October 2019 - Pac/Pra

Hi Kiran,

Attached are the Twitter Analytics for Pac and Pra for October 2019.

Thank you,

Ajay Nair

Communications Officer, Western Canada
Canada Border Services Agency / Government of Canada
Ajay.Nair@cbsa-asfc.gc.ca / Tel: 604-666-8883 / TTY: 866-335-3237
We are now on Twitter! Follow us today @CanBorderPAC / @CanBorderPRA

Agent de communications, Ouest canadien

Agence des services frontaliers du Canada / Gouvernement du Canada Ajay.Nair@cbsa-asfc.gc.ca / Tél.: 604-666-8883 / ATS: 866-335-3237

Nous sommes maintenant sur Twitter! Suivez-nous aujourd'hui @FrontiereCanPAC / @FrontiereCanPRA

Tweet id Tweet pen Tweet text time Tags	impressions en	gagemei engagemei re	tweets repli	es likes	user	profik url c	licks has	htag cli det	tail expa pe	rmalink ap	p opens ap	p instalk folk	ows em	ail twee dia	I phone me	dia viev mei	dia eng. pron	noted pron	noted prom	oted prom	oted promo	ted promo	ted promot	ed promot	ted promot	ted promo	ited promo	ted promot	ted promot	red promot	ted promot	ed promot	ed promote	ed promoted media	a engagements
1 18F+18 https://tw/ Don't cry fowl! There are no per 2019-10-14 21:01 +0000 Declare / Be Aware And Declare, PAC	826	20 0.024213	0	0	1	1	3	0	1	0	0	0	0	0	0	14	14 -	-	-	-					-	-	-	-	-	-	-	-	-	-	
1 18E+18 https://tw/ Happy#Thanksgiving Canadal W 2019-10-14 17:01 +0000 [CBSA, PAC, Special Day	849	6 0.007067	0	0	2	0	0	0	0	0	0	0	0	0	0	4	4 -	-	-	-		-		-	-	-	-	-	-		-	-	-	-	
1 18F-18 https://twn Returning from a family 2019-10-13 22 30 +0000 PAC, Special Day, Travel Tip	848	4 0,004717	0	0	1	2	0	0	0	0	0	0	0	0	0	1	1 -		-	-								-	-	-		-	-	-	
1 18F-18 https://tw/ t's not baste-less for you to rest 2019-10-13 17 30 +0000 Declare / Be Aware And Declare, PAC	949	23 0.024236	0	0	4	2	0	0	1	0	0	0	0	0	0	16	16 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1 18E+18 https://twi Returning to Canada after a day 2019-10-12 21:00 +0000 Declare / Be Aware And Declare, PAC	869	18 0.020713	0	0	1	0	6	0	0	0	0	0	0	0	0	11	11 -		-									-	-	-	-	-	-	-	
1 18E+18 https://tw/ When did the turkey cross the b 2019-10-12 14:00 +0000 CanBorder App, PAC, Travel Tip	798	10 0.012531	0	0	4	3	2	0	0	0	0	0	0	0	0	1	1 -	-	-	-						-	-	-	-	-	-	-	-	-	
1 18E+18 https://tw/ Buying a #Thanksgiving turkey in 2019-10-11 23:00 +0000 CFIA, PAC, Travel Tip	1501	18 0.011992	1	0	3	8	2	2	1	0	0	0	0	0	0	1	1 -		-									-	-	-	-	-	-	-	
1 18F+18 https://tw/ We anticipate a busy weekend 2019-10-11 18 30 +0000 PAC, CBSA Safeguards, Travel Tip	731	4 0.005472	0	0	1	1	2	0	0	0	0	0	0	0	0	0	0 -		-	-								-	-	-	-	-	-	-	
1.18E+18 https://twi during the #Thanksgiving long 2019-10-11 18:29 +0000 PAC, Travel Tip, CBSA, Special Day	1839	42 0.022838	2	2	7	3	0	1	2	0	0	0	0	0	0	25	25 -	-	-	-			-	-	-	-	-	-	-	-	-	-	-	-	
1 18E-18 https://tw/ Returning home from #Thanksgi 2019-10-10 22 30 +0000 [CFIA, PAC, Travel Tip	926	6 0.006479	0	0	2	0	1	0	1	0	0	0	0	0	0	2	2 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

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1 19E+18	https://tw	Proud to partner with @wpgpolice to keep our com	2019-10-30 19:51 +0000
1.18E+18	https://tw	Returning from a family #roadtrip? Make sure you	2019-10-14 21 00 +0000
1.18E+18	https://tw	Happy #Thanksgiving Canada! We are thankful to al	2019-10-14 13:01 +0000
1.18E+18	https://tw	Returning to Canada after a day trip in the U.S.? Pur	2019-10-13 20 00 +0000
1 18E+18	https://tw	t's not baste-less for you to respond truthfully to al	2019-10-13 14:00 +0000
1.18E+18	https://tw	The I-29 has re-opened Please continue to exercise	2019-10-12 20 37 +0000
1.18E+18	https://tw	Don't cry fow!! There are no personal exemptions fo	2019-10-12 19:00 +0000
1.18E+18	https://tw	When did the turkey cross the border? Hopefully, in	2019-10-12 12:00 +0000
1.18E+18	https://tw	Spend more time with family and friends this #Than	2019-10-11 21 00 +0000
1 18E+18	https://tw	@jessica drakul @MBGovRoads @MnDQTtraffic	2019-10-11 19 20 +0000
1.18E+18	https://tw	@NDDOTFargo Yes, however please continue to	2019-10-11 19 09 +0000
1 18E+18	https://tw	Exercise caution & amp, check for highway closures	2019-10-11 16:53 +0000
1.18E+18	https://tw	#ALERT -29 is closed from the Canadian border to 0	2019-10-11 16 39 +0000
1, 18E+18	https://tw	Returning home from #Thanksgiving grocery shoppi	2019-10-10 18:00 +0000
1,18E+18	https://tw	Hello Rick, thanks for C26 out! We recommend getti	2019-10-10 15:56 +0000
1.18E+18	https://tw	All of our Alberta crossings are open, but road condi-	2019-10-01 17 19 +0000

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000	CBSA Safeguards, PRA, Enforcement	787	30 0.038119	4	0	16	5	0		5	0	0	D	0	0	Ð		0 -	-	-	-	-	-	-	-	-					-			-	
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	CBSA, CBSA Employees, Special Day	1.753	19 0.010839	1	D	9	a	1	0	2	0	0	D	0	D	D	5	6 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-
000	I Declare / Be Aware And Declare, PRA, Travel Tip	2326	65 0.027945	1	0	2	2	48	2	D	0	O	D	0	0	0	18	18 -	-	-	-	-	-	-	-			-			-			-	-
000	I Declare / Be Aware And Declare, PRA, Travel Tip	1827	32 0.017515	0	0	4	4	1	0	D	0	O C	D	0	0	0	23	23 -	-	-	-	-	-		-									-	
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000	Travel Tip, PRA, CBSA Safeguards	3505	123 0.035093	3	2	4	41	1	0	32	0	0	0	0	0	0	40	40 -		-	-														
000	CFIA, PRA, Travel Tip	1.764	12 0:000003	1	B	2	a	4	0	D	0	0	D	0	Ð	Ð	5	5 -	-	-								-							-
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000	PRA, Travel Tip, CBSA	8529	57 0:000	3	0	4	21	5	0	9	0	0	D	0	0	0	15	15 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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1.181-18 https://tw. Vous revenez d'une expédition d'un jour aux É -U?Acheté 2019-10-14 21-01-0000 Conseils de voyage, -e Déclare / Pens	sz y Et Déclarez, I	192	D (0 0	D D	. 0	D B	0	D D	D D	O O	D D	Q O	0	D D	III	D D	0 -	-	-	-	-	-	-	-	-		-	-	-	-	-		-	-	a media engagementa
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1 18E+18 https://tw Vous achetez une dinde aux ÉU. pour l'#ActionDeGrâces 2019-10-11 23:00 +0000 ACIA, Conseils de voyage, PAC		729	5 0.006337	7 1	D	1	2	0	D	Ð	0	D	0	Ð	D	a	1	1 -	-	-	-	-	-	-		-					-		-	-		
1 18E+18 https://tw. Nous prévoyons beaucoup d'action en fin de semaine, alo 2019-10-11 18 33 +0000 asfc, PAC, ASFC Protection, Conseils d	e voyage	1/4	0 (0 0	D	0	0	0	D	Ð	0	D	0	Ð	D	a	Ð	0 -	-	-	-	-	-	-		-			-		-		-	-	-	
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Tweet id	Tweet perr	Tweet text	time	
1.19E+18	https://tw	Fiers de collaborer avec @wpgpolice pour assurer la sécurité de	2019-10-30 19:54 +0000	I
1.19E+18	https://tw	« Une enquête lancée par @FrontiereCan a mené à l'arrestation	2019-10-30 19:53 +0000	I
1.18E+18	https://tw	Vous revenez d'une #EscapadeRoutière en famille? Ayez les pap	2019-10-14 21:00 +0000	E
1.18E+18	https://tw	Bonne #ActionDeGrâces, Canadal Soyons reconnaissants envers	2019-10-14 13 01 +0000	ľ
1.18E+18	https://tw	Vous revenez d'une expédition d'un jour aux É -U?Acheté un no	2019-10-13 20:00 +0000	Г
1.18E+18	https://tw	Ne soyez pas le dindon de la farce, répondez honnêtement à tou	2019-10-13 14:00 +0000	
1.18E+18	https://tw	Mise à jour l'autoroute 75 est ouverte à nouveau. https://t.co/	2019-10-12 20:43 +0000	I
1.18E+18	https://tw	L'autoroute -29 est ouverte à nouveau Veuillez continuer à fair	2019-10-12 20:38 +0000	I
1.18E+18	https://tw	Ne criez pas à l'injustice! I n'y a pas d'exemptions personnelles	2019-10-12 19:00 +0000	ſ
1.18E+18	https://tw	AV S La route 75 de la frontière à #Winnipeg est fermée https	2019-10-12 14:02 +0000	ľ
1.18E+18	https://tw	Passez la frontière à l'heure des dindes (ou des poules)! Ce ser	2019-10-12 12:00 +0000	ľ
1.18E+18	https://tw	Passez plus de temps avec vos parents et amis cette #ActionDeC	2019-10-11 21:00 +0000	ľ
1.18E+18	https://tw	Soyez prudent et vérifiez les fermetures d'autoroutes avant de p	2019-10-11 17-06 +0000	I
1.18E+18	https://tw	#ALERTE L'autoroute I-29 est fermée de la frontière canadienn-	2019-10-11 17:05 +0000	Γ
1,18E+18	https://tw	Emplettes aux É -U pour l' #ActionDeGrâces? Vérifiez les règles	2019-10-10 18:00 +0000	ľ
1.18E+18	https://tw	Tous nos points d'entrée en Alberta sont ouverts mais les condi-	2019-10-01 17 19 +0000	ľ

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coc [PRA, ASFC Protection, Conseils de voyage	1115	8 0.007175	1	2	0	2	0	0	D	0	0	0	O	0	0	3	3 -	-	-	-	-	-	-	-			-							-
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From: Kiran, Shuchi

Sent: Thursday, October 24, 2019 2:53 PM

To: Slater, Jacob

Subject: communicating with millenials

https://www.gcpedia.gc.ca/gcwiki/images/0/01/CommunicationwithMillennials July2019 EN .pdf

Shuchi Kiran

Communications Advisor | Data Analyst , Strategic Policy Branch Canada Border Services Agency | Government of Canada shuchi.kiran@cbsa-asfc.gc.ca | Tel: 613-952-2920

Conseiller en communications | Analyste de données , Direction générale de la politique stratégique Agence des services frontaliers du Canada | Gouvernement du Canada shuchi.kiran@cbsa-asfc.gc.ca | Tél: 613-952-2920

From:

Kiran, Shuchi

Sent:

Monday, September 23, 2019 8:41 AM

To:

Siple, Michelyn

Subject:

FW: Results of 2015-2016 Internal Communications Survey

Attachments:

Internal Comms Survey results 2015-16.pdf

Wanted to share this with you.

From: Mauviel, Anna <Anna.Mauviel@cbsa-asfc.gc.ca> On Behalf Of Archipow, Nancy

Sent: September 23, 2019 7:23 AM

To: Roby, Jacqueline <Jacqueline.Roby@cbsa-asfc.gc.ca>; Knox, Toni-Marie <Toni-Marie.Knox@cbsa-asfc.gc.ca>; Myers, Joelle <Joelle.Myers@cbsa-asfc.gc.ca>; Bergeron, Marianne <Marianne.Bergeron@cbsa-asfc.gc.ca>; Reimer, Luke <Luke.Reimer@cbsa-asfc.gc.ca>; Dunston, Jacqueline <Jacqueline.Dunston@cbsa-asfc.gc.ca>; Snider, Candice <Candice.Snider@cbsa-asfc.gc.ca>; Vincze, Laura <Laura.Vincze@cbsa-asfc.gc.ca>; Wilkinson, Adam <AdamW.Wilkinson@cbsa-asfc.gc.ca>; Pasha, Bushra <Bushra.Pasha@cbsa-asfc.gc.ca>; Kiran, Shuchi <Shuchi.Kiran@cbsa-asfc.gc.ca>; Kaminska, Colleen <Colleen.Kaminska@cbsa-asfc.gc.ca>; Faubert, Jennifer <Jennifer.Faubert@cbsa-asfc.gc.ca>; Shelton, Joelle <Joelle.Shelton@cbsa-asfc.gc.ca>; Larsen, Jeffrey <Jeffrey.Larsen@cbsa-asfc.gc.ca>; Mailloux, Teri <Teri.Mailloux@cbsa-asfc.gc.ca>; Mostovac Walsh, Emily <Emily.MostovacWalsh@cbsa-asfc.gc.ca>; Baumgarten, Corinne <Corinne.Baumgarten@cbsa-asfc.gc.ca>; Kealey, Chris <Chris.Kealey@cbsa-asfc.gc.ca>; Malépart, Stéphane <Stephane.Malepart@cbsa-asfc.gc.ca>; Lemieux, Steve

<Steve.Lemieux@cbsa-asfc.gc.ca>; Dolenko, Kristen <Kristen.Dolenko@cbsa-asfc.gc.ca>; McNeely, Dominique

<Dominique.McNeely@cbsa-asfc.gc.ca>

Subject: Results of 2015-2016 Internal Communications Survey

Hello,

See attached. thanks

Anna Mauviel

Administrative Assistant, Public Affairs and Strategic Communications Division, Adjointe administrative, Division des affaires publiques et des communications stratégiques Strategic Policy Branch / Direction générale de la politique stratégique Canada Border Services Agency / Agence des services frontaliers du Canada Anna.Mauviel@cbsa-asfc.gc.ca / **NEW** :Tel: 613-954-7284



Canada Border Services Agency Agence des services frontaliers du Canada



Results of the 2015-2016 Internal Communications Survey

June 2016

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Results of the 2015-2016 Internal Communications Survey

Executive summary

Overall, the Canada Border Services Agency has made progress in improving its internal communications program. Satisfaction with internal communications has increased since the 2010 Internal Communications Online Survey. Fifty-one percent of respondents were very satisfied or somewhat satisfied in the 2010 survey compared to 65.7% satisfied or somewhat satisfied in the current survey – an increase of almost 15%. Dissatisfaction has also decreased: 49% of respondents were somewhat dissatisfied or very dissatisfied with internal communications in 2010 compared to 34.3% somewhat dissatisfied or dissatisfied in the current survey.

Generally, the survey indicates that the Agency is doing a good job of supporting respondents' understanding of Agency priorities and the work of others within the Agency, but did highlight that more work is needed to create a sense of belonging to the Agency and encourage the sharing of ideas and opinions.

The National Atlas Home Page, regional Atlas sections, and the CBSA Insider are the most used internal communications tools in the Agency according to respondents to the survey. Over half of respondents found the new Atlas design useful and visually appealing, although respondents felt that the information on Atlas needs to be kept up to date and the search engine improved.

Most respondents prefer to receive internal communications via email, face to face and Atlas, and prefer to share their feedback by email or in person via local division, and unit or branch meetings. Their focus is generally on information and tools needed to do their jobs. The top three tools on Atlas that respondents found most useful were forms and templates, guides and manuals, and compensation and benefits, and the top items they would like to see more of were career and employment related information, enforcement actions and trends and branch-specific initiatives.

In addition to their responses to the survey question themselves, respondents provided comments and suggestions that will help guide the CBSA's internal communications in the future. Common themes included increased face to face communications between managers at all levels and their employees; the importance of keeping information current, and targeting content to specific audience needs.

The results of the survey will be used to update internal communications strategies going forward. Based on the results of the survey, areas of focus will include strategies to enhance Atlas functionality, make information easier to find and keep it current; to leverage and streamline the use of email through tools such as the CBSA Insider while reducing the number of all staff emails; and to foster communications between managers and employees.

Notes to help readers understand the findings

Throughout the report, readers will see the notation "n=" used. This notation is used to represent the number of respondents. For example, "n=2,729" would represent the overall number of respondents to the survey. This annotation is also used to represent the number of responses.

Note that for some questions the number of responses listed will be more or less than the number of respondents to the survey. This is because respondents to the survey were able to make multiple selections or were able to skip questions based on their answers.

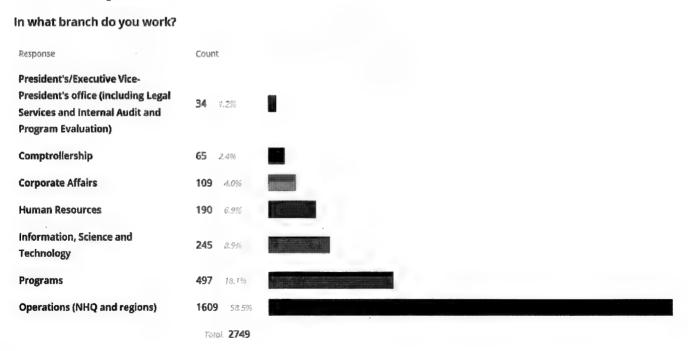
Several questions in the survey first asked respondents to select preferences from a list of items. Respondents were then asked to rank their selections or suggestions. The results of the ranking questions are not used in the analysis below. In all cases, the rankings reflected the most popular selections of respondents and did not provide any further insights. The results of the rankings have been provided in Appendix B, however, for those readers who are interested.

Demographics

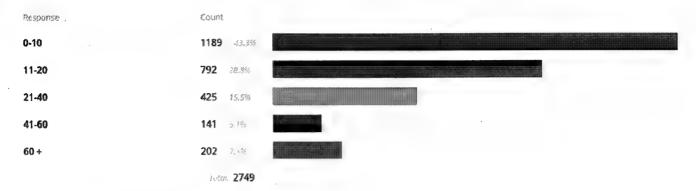
The survey asked a series of questions to help the Agency understand factors that may have affected how employees responded to questions about internal communications tools and tactics. Questions ranged from employee location, branch, and time spent on internal communications products.

The largest number of respondents came from the Operations Branch at 58.5% (n=1,609). The Programs Branch resulted in the next highest number of responses at 18.1% (n=497).

Location of respondents



Typically, approximately how many minutes do you spend viewing internal communications products each work day?



Proficiency with innovative communications tools

Most respondents (57%, n=1,568) to the survey rate themselves as either very proficient (22.5%, n=619) or proficient (34.5%, n=949) when asked to rate their proficiency with innovative communications tools such as Facebook, Twitter, LinkedIn, video and wikis. Fewer respondents (11.9%, n=328) rated themselves as not at all proficient.

Please rate your proficiency with innovative communications tools.



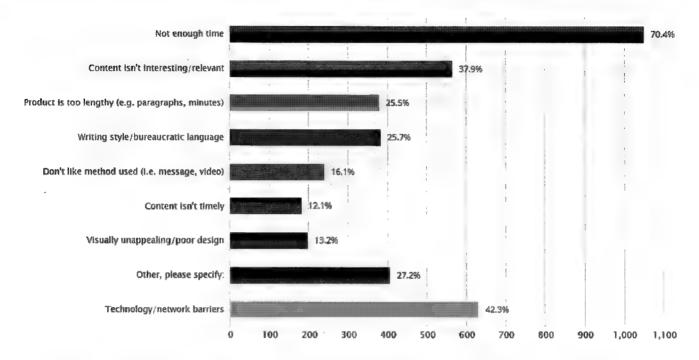
Preferences and opinions about internal communications at the CBSA

Amount of internal communications information received

When looking at all responses across the Agency (n=2,749), the larger number of respondents (37.2%, n=1,023) indicated that they received just enough internal information, with too little coming next at 29.4% (n=807) and too much at 24.6% (n=676).

selected by respondents most often were not enough time (70.4%, n=1,051); technology/network barriers (42.3%, n=631)¹; and content isn't interesting or relevant (37.9%, n=566).





Of the 27% of respondents who selected *Other* (n=406), many took the opportunity to provide comments on their choices, specifically on the theme of lack of time and technology barriers. Other common themes included the following:

- Workplace setting barriers: respondents indicated that open workspaces and proximity to the
 public are not conducive to products such as video, where the audio will disturb colleagues or
 the public.
- Perceptions of not being productive: respondents felt that reading or watching internal communications products is perceived as being unproductive and is discouraged by management.

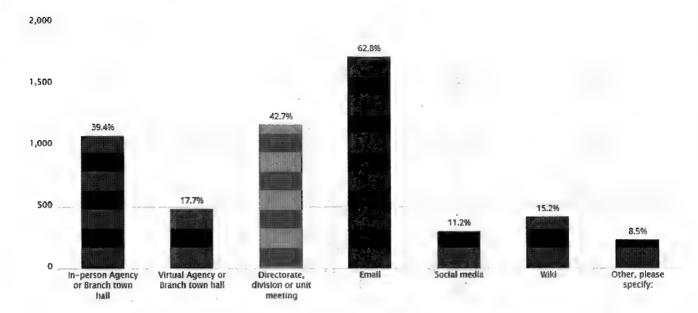
Ranking information for this question is available in Appendix C.

Preferences for receiving internal communications information

Respondents were presented with a list of 11 internal communications tools and tactics (including an *Other* option) and requested to select up to a maximum of five choices. The tool selected the most often by respondents was email (72.8%, n=2,000) with face-to-face second (53.9%, n=1,481) and Atlas third (52.5%, n=1,443).

¹ Technology/network barriers include limited computer access/functionality and limited network access/slow connection.

How would you prefer to share your feedback with the organization?



Some respondents (8.5%, n=233) indicated that they had other suggestions. The common theme was some form of anonymous tool:

- Anonymous feedback: respondents suggested an anonymous tool such as a suggestion box or forum on Atlas.
- Surveying: respondents suggested surveys similar to the internal communications survey to share their feedback and views.

Ranking information for this question is available in Appendix C.

Impact of internal communications on employee knowledge and perceptions

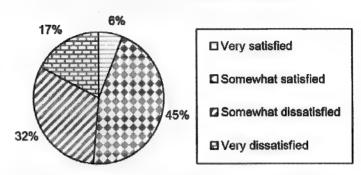
Respondents were asked to indicate to how strongly they agreed or disagreed with a series of statements about internal communications. This question was designed to determine respondent perceptions of how internal communications supports their understanding of Agency priorities and the work of others; encourages them to share their ideas and opinions; creates a sense of belonging; and positively affects morale.

Generally, respondents agree or somewhat agree that internal communications supports their understanding of Agency priorities (62.5%, n=1,719) and the work of others within the Agency (59.5%, n=1,636). Respondents were less sure when asked whether internal communications creates a sense of belonging to the Agency: 38.7% (n=1,065) agreed or somewhat agreed, while 30.4% (n=837) somewhat disagreed or disagreed. Respondents answered more negatively when asked whether internal communications encourages them to share their ideas and opinions (39.5% somewhat disagree/disagree, n=1,087) and positively affects their morale (31.1% somewhat disagree/disagree, n=856).

Overall satisfaction with internal communications: comparison with the 2010 Internal Communications Online Employee Survey

Overall satisfaction with internal communications has increased since the 2010 survey. Fifty-one percent (51%) of respondents were very satisfied or somewhat satisfied in the 2010 survey compared to 65.7% satisfied or somewhat satisfied in the current survey. Dissatisfaction has also decreased: 49% of respondents were somewhat dissatisfied or very dissatisfied with internal communications in 2010 compared to 34.3% somewhat dissatisfied/dissatisfied in the current survey.

How would you rate your overall satisfaction with internal communications at the CBSA?



Results from the 2010 Internal Communications Online Survey.

Usage of internal communications tools

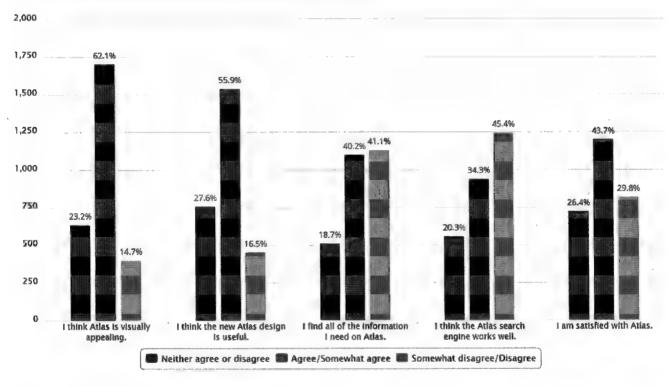
General usage

Respondents were asked to indicate how often they used the CBSA's internal communications tools to obtain corporate internal information by selecting *Often, Sometimes, Rarely* or *Never*. The top three tools respondents indicated they used frequently were the National Atlas home page (51.1% often / 32.6% sometimes), branch and regional Atlas sections (22.2% often / 39.3% sometimes) and the *CBSA Insider* (21.5% often / 37.4% sometimes).

all the information they needed on Atlas: 41.1% of respondents (n=1,130) somewhat disagreed or disagreed that they found the information they needed on Atlas, while 40.2% of respondents (n=1,105) agreed or somewhat agreed. Respondents also expressed disagreement about whether they felt that the Atlas search engine worked well: 45.4% of respondents (n=1,247) somewhat disagreed or disagreed that the Atlas search engine worked well, while 34.3% (n=943) agreed or somewhat agreed that it worked well.

When asked to rate their overall satisfaction with Atlas, most respondents (43.7%, n=1,202) agreed or somewhat agreed that they were satisfied with Atlas, while 29.8% of respondents (n=820) somewhat disagreed or disagreed that they were satisfied with Atlas.

Indicate how strongly you agree or disagree with the following statements.

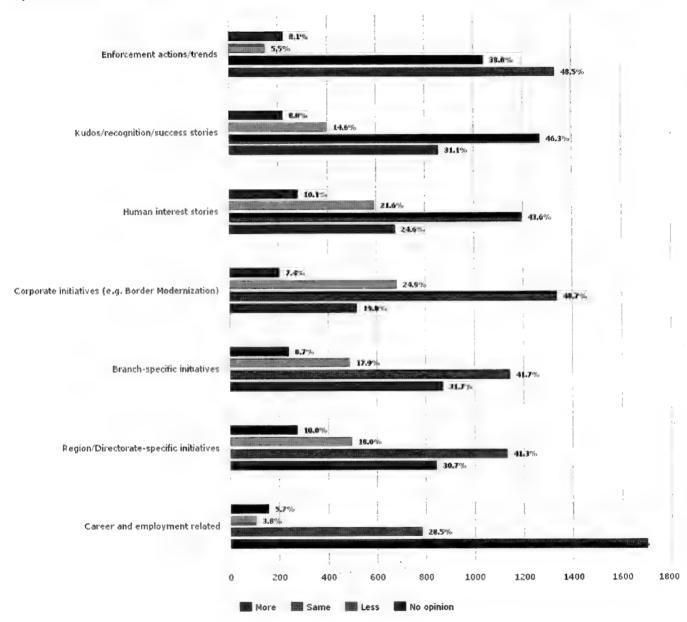


Opinions about the most useful tools on Atlas

Respondents were presented with a list of tools (including an *Other* option) on Atlas and asked to select the ones they found most useful up to a maximum of seven. The top three tools selected by respondents were forms and templates (70.6%, n=1,941), guides and manuals (55.3%, n=1,520), and compensation and benefits (49.7%, n=1,367).

The top three subjects chosen most often by respondents as areas they would like to see more of were career and employment related information (62.0%, n=1,704), enforcement actions and trends (48.5%, n=1,332) and branch-specific initiatives (31.7%, n=843).

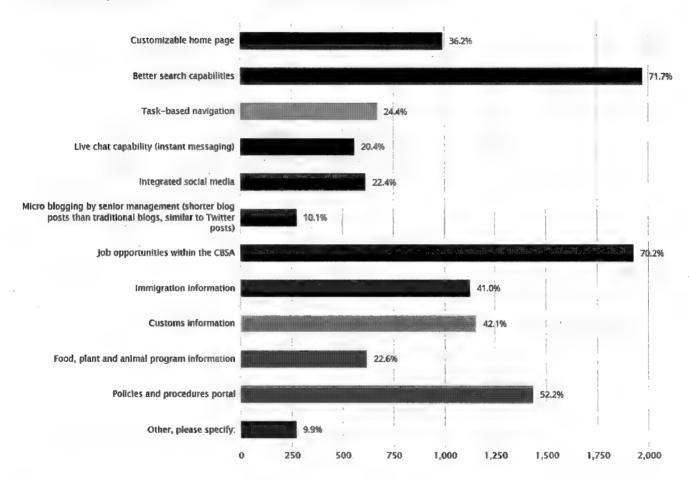
What information, resources or features could be added to Atlas to make it more useful? Please choose up to seven (7) responses.



Opinions about making Atlas more useful

Respondents were presented with a list of resources or features (including an *Other* option) that could be added to Atlas to make it more useful and asked to pick up to a maximum of seven items. The top three items selected by respondents most often were better search capability (71.7%, n=1,972), information on job opportunities within the CBSA (70.2%, n=1,929), and a policies and procedures portal (52.2%, n=1,434).

What information, resources or features could be added to Atlas to make it more useful?



Of the 9.9% (n=271) respondents who indicated *Other*, common themes included:

- **Keep information up to date**: respondents indicated that outdated information on Atlas should be updated and kept current.
- Employee directories and organization charts: similar to their general suggestion for what
 respondents would like to see more of in relation to internal communications, respondents
 indicated that a robust employee directory and/or detailed organizational charts with contact
 information should be added to Atlas.

Appendix A: 2015-2016 survey questions

Just enoughToo much

Overall, how much internal information do you feel you receive?

0	Too little I don't know									
Exa	ease rate your proficiency with in amples of innovative communication akedIn, video, Wikis. Very proficient Proficient Somewhat proficient Not at all proficient									
0 0 0 0	O 11-20 O 21-40 O 41-60									
int	ernal information?	Often	Sometimes	Rarely	Never/Not aware of product					
Bra CB Pre Vic Re Pre Me CB Bra	ational Atlas homepage anch/regional Atlas sections SA Insider esident's messages ce-Presidents' messages gional/Directors General messages esident's pics and vids eet the Team (video series) SA Today (video series) anch/regional newsletters SA Wiki	00000000000	000000000	0000000000	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0					

Rank the factors you have identified, with one (1) being the most discouraging.

Note that you may be ranking fewer than five factors based on your previous response.

Limited computer access/functionality (e.g. no audio)	00000
Limited network access/slow connection	00000
Not enough time	1 2 3 4 5
Content isn't interesting/relevant	1 2 3 4 5
Product is too lengthy (e.g. paragraphs, minutes)	1 2 3 4 5
Writing style/bureaucratic language	1 2 3 4 5
Don't like method used (i.e. message, video)	1 2 3 4 5
	1 2 3 4 5
Content isn't timely	1 2 3 4 5
Visually unappealing/poor design	00000
Other, please specify:	00000

Atlas

Indicate how strongly you agree or disagree with the following statements.

	0				
	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree
I think Atlas is visually appealing.	0	0	0	0	0
I think the new Atlas design is useful.	0	0	0	0	0
I find all of the information I need on Atlas.	0	0	0	0	0
I think the Atlas search engine works well.	0	0	0	0	0
I am satisfied with Atlas.	0	0	0	0	0

Rank the responses you have identified, with one (1) being the most useful. Note that you may be ranking fewer than seven responses based on your previous response.

CBSA News	0000000
Compensation and benefits	0000000
Corporate documents	000000001234567
Duty to accommodate	0000000
Employee assistance	0000000
Employee directories	0000000
Forms and templates	0000000
Guides and manuals	1 2 3 4 5 6 7
Initiatives and/or programs	0000000
NewsRoom (Government of Canada)	0000000
Occupational health and safety	0000000
Policies and procedures	0000000
Publications	0000000
Toolkits	0000000
Photo galleries	1 2 3 4 5 6 7
Videos	1 2 3 4 5 6 7
Other, please specify:	0000000

Internal Communications: Preferences and recommendations

What type of information would you like to	see mo	re of, t	he san	ne of, or less of?
·	More	Same	Less	No opinion
Enforcement actions/trends	0	0	0	0
Kudos/recognition/success stories	0	0	0	0
Human interest stories	Ö	Ō	Ō	0
Corporate initiatives (e.g. Border Modernization)	Ö	Ö	Ö	0
Branch-specific initiatives	Ö	Ö	0	0
Region/Directorate-specific initiatives	0	0	0	0
Career and employment related	0	0	0	0
			-	
:				
Are there any other types of information you	would	d like t	o see r	nore of?
O Yes				
O No				
			*	
Please identify what types of information yo	u wou	ld like	to see	more of.
Suggestion 1				
Suggestion 2				
Suggestion 3				
Suggestion 4				
ouggestion 1				
How would you prefer to receive internal in	form <mark>at</mark>	ion?		
Please choose up to five (5) methods.				
☐ Face-to-face				
☐ Virtual meetings (e.g. WebEx, teleconferences)			
□ Email				
☐ Atlas (including messages from senior manag	ement)			
□ Newsletters				
□ Video				
☐ Facebook				
☐ Twitter				
☐ YouTube				
□ Wiki				
Other, please specify				

Rank the methods you have identified, with one (1) being the most preferred. Note that you may be ranking fewer than three methods based on your previous response.

000
1 2 3
000
1 2 3
000
1 2 3
000
1 2 3
000
1 2 3
000
1 2 3
000
1 2 3

Ho	would you rate your overall satisfaction with internal communications?
0	Satisfied
\circ	Somewhat satisfied

- Somewhat dissatisfied
- O Dissatisfied

Do you have any suggestions for improving internal communications at the CBSA?

- O Yes
- O No

What can the CBSA do to improve internal communications?

Please list up to three (3) suggestions.

Suggestion 1	
Suggestion 2	
Suggestion 3	

Appendix B: Comparison of responses to the CBSA population

The chart below outlines the degree to which responses to the survey are reflective of the CBSA population, broken down by branch. The chart compares a branch's segment of the CBSA population² expressed as a percent to the percent of responses coming from that branch. Generally speaking, most branches were well represented, with two outliers: the Operations Branch and the Programs Branch. The Operations Branch was under-presented by approximately 14%, while he Programs Branch was over-represented by approximately 11%.

Branch	Active employees as of February 2016	Percentage of CBSA employees ³	Number of survey respondents	Percentage of total respondents	Variance
Operations	10,480	73.6%	1,609	58.5%	-15.1%
Corporate Affairs	330	2.3%	109	4%	+1.7%
ISTB	1,167	8.1%	245	8.9%	+0.8%
Comptrollership	404	2.8%	65	2.4%	-0.4%
Programs	973	6.8%	497	18.1%	+11.3%
Office of the PO Legal Services IAPE	65	0.4%	34	1.2%	+0.8%
Human Resources	815	5.7%	190	6.9%	+1.2%

³ Total number of active employees as of February 3 was 14,236.

² Note that this chart uses the number of employees that were considered active at a period close to the time of the launch of the survey (February 2016). Employees who were on various forms of leave were not included in the calculations.

How would you prefer to receive internal information? Rank the methods you have identified, with one (1) being the most preferred.

Rank the methods you have identified, with one (1) being the most preferred.

**						
Variable	1	2	3	4	5	
Face-to-face	906	248	136	73	58	Total: 1421
race-to-lace	34.5%	11.4%	3.6%	7.7%	10.6%	10(9). 1421
Virtual meetings (e.g. WebEx,	87	269	164	107	66	Totaf: 693
teleconferences)	3.3%	12.3%	10.4%	11.2%	12.1%	10(tt), 633
Email	981	574	219	94	54	Total: 1922
Email	37.4%	26.3%	13.9%	9.9%	9.9%	10101; 1322
Atlas (including messages from senior	305	460	377	194	62	Total: 1398
management)	11.6%	21.1%	<i>23.</i> 9%	20.4%	11.4%	1988 1386
Novodstava	92	259	257	149	82	Total: 839
Newsletters	3.5%	11.9%	16 .3%	15.6%	15.0%	10(9): 839
Video	64	110	129	89	53	Total: 445
Video	2.4%	5.0%	8.2 %	9.3%	9.7%	70km. 443
Facebook	40	66	51	46	33	Total: 236
·	1.5%	3.0%	3.2%	4.8%	6.0%	- Great: 230
Twitter	17	29	32	35	16	Total: 129
·	0.6%	1.3%	2.0%	3.7%	2.9%	
YouTube	17	36	53	39	34	Total: 179
1 00 01 1 00 00 00	0.6%	1.7%	3.4%	4.1%	6.2%	1000
Wiki	50	103	151	120	81	Total: 505
******	1.9%	4.7%	9.6%	12.6%	14.8%	7 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Other, please specify	65	26	10	7	7	Total: 115
oriter) brease sheerily	2.5%	1.2%	0.6%	0.7%	1.3%	70101. T13

What do you find most useful on Atlas? Rank the responses you have identified with one (1) being the most useful.

Rank the responses you have identified, with one (1) being the most useful.

Variable	1	2	3	4	5	6	7	
CDCA Name	317	176	193	176	121	85	90	T-4-1 4450
CBSA News	12.8%	7.9%	9,4%	10.6%	10.2%	10 4%	15 4%	Total: 1158
Componentian and benefits	418	228	198	131	134	76	43	Tues 4000
Compensation and benefits	16.9%	10.2%	9.7%	3,196	11.3%	9.3%	7.4%	Total: 1228
Corporate documents	67	73	86	93	87	52	46	Total: 504
	2.7%	3.3%	4.2%	5.7%	7.3号	6 494	7,9%	
Duty to accommodate	9	18	9	16	9	20	12	Total: 93
, accommodate	0.4%	Ø. 8 96	0.4%	1.096	0.8%	2.5%	2. 1%	70.00. 33
Employee assistance	43	67	7 7	61	55	42	19	Total: 364
imployee assistance	1.7%	3.0%	3.89b	3.8%	4,6%	5.198	3.2%	70ton 304
Employee directories	74	81	96	88	63	55	46	Total: 503
improyee directories	30%	3.6%	4.7%	5.4%	5.3%	6,7%	7.9%	rottor. 303
Former and townslates	570	509	324	201	100	67	25	T 4706
Forms and templates	23,1%	22.8%	15.8%	12.4%	9.4%	8.2%	4.3%	Total: 1796
Guides and manuals	447	424	267	148	66	41	22	Total: 1415
suides and manuals	18.1%	19.0%	F3. 196	9.1%	5.6%	5.0%	3,8%	
nitiatives and/or programs	18	57	83	79	54	60	17	Tatal: 378
mitiatives and/or programs	0.7%	2.6%	4.1%	4.9%	5.4%	7.4%	2.996	
Name Daniel (Garage and a Company)	15	33	32	36	36	26	23	
NewsRoom (Government of Canada)	0.6%	1,5%	1.696	2.2%	3 0 %	3.2%	3.9%	Total: 201
O	7	14	26	34	30	24	16	
Occupational health and safety	0.3%	0.6%	1.399	2.1%	2.5%	2.9%	2.7%	Total: 151
Dellalar and proceedings	203	272	284	193	117	45	22	T 1 4455
Policies and procedures	8.2%	12.2%	13.9%	11.9%	9.8%	5.599	3.8%	Total: 1136
Dublications	30	54	84	91	92	58	47	Y AEA
Publications	7 2%	2.4%	4.195	5.6%	7.7%	7.1%	8.0%	Total: 456
Toolkits	107	151	188	187	126	85	41	
IOOIKITS	4.3%	6.898	9.2%	11.5%	10.6%	10.4%	7.0%	Total: 885
Dhata milevias	15	. 17	45	52	35	40	58	Total: 262
Photo galleries	0.6%	0.8%	2.2%	3.2%	2.9%	4.9%	9.995	1070E 202
Videos	21	40	39	31	48	34	40	Tarak 252
Aldeos	0.896	.7 89ii	1,9%	1.9%	4.0%	4.29	6.8%	Total: 253
Other places and if	111	19	14	7	5	6	18	
Other, please specify:	3 5H	0.996	0.795	0.4%	0.4%	0.7%	3.1%	Totat: 180